

TENNESSEE VALLEY AUTHORITY

CHATTANOOGA, TENNESSEE 37401

5W 157B Lookout Place

NOV 26 1986

Director of Nuclear Reactor Regulation
Attn: Mr. Hugh Thompson, Director
PWR Project Directorate No. 4
Division of Pressurized Water
Reactors (PWR) Licensing-A
U.S. Nuclear Regulatory Commission
Washington, D.C. 20555

Dear Mr. Thompson:

In the Matter of)	Docket Nos.	50-259
Tennessee Valley Authority)		50-260
			50-296
			50-327
			50-328
			50-390
			50-391
			50-438
			50-439

SUBMITTAL OF EMPLOYEE CONCERN PROGRAM (ECP) SURVEY


During the special team inspection of the "new" ECP that was conducted the week of September 15-19, 1986, we verbally committed to submit the ECP survey formally to NRC when it was completed. The enclosure contains a copy of the ECP attitude survey and the survey report.

The results of the ECP attitude survey conducted during September were released within TVA this month. A Nuclear Dispatch was issued and copies of the survey results have been made available to all employees. An ad hoc review group has been formed to evaluate the survey results and is meeting weekly. This group will provide observations and recommendations to C. C. Mason, Acting Manager of Nuclear Power, as they develop.

If you have any questions concerning this report, please get in touch with Fisher Campbell at FTS 858-4892.

Very truly yours,

TENNESSEE VALLEY AUTHORITY


R. W. Gridley, Director
Nuclear Safety and Licensing

Enclosure
cc: See page 2

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NOV 26 1986

Mr. Hugh Thompson, Director

cc (Enclosure):

U.S. Nuclear Regulatory Commission
Region II
Attn: Dr. J. Nelson Grace, Regional Administrator
101 Marietta Street, NW, Suite 2900
Atlanta, Georgia 30323

Mr. James Taylor, Director
Office of Inspection and Enforcement
U.S. Nuclear Regulatory Commission
Washington, D.C. 20555

Director of Nuclear Reactor Regulation
Attention: Mr. B. Youngblood, Project Director
PWR Project Directorate No. 4
Division of Pressurized Water Reactor (PWR)
Licensing A
U.S. Nuclear Regulatory Commission
Washington, D.C. 20555



EMPLOYEE CONCERN PROGRAM SURVEY

OFFICE OF NUCLEAR POWER

SUMMARY OVERVIEW

Data was collected September 8-12, 1986, from 1,212 employees in or associated with the Office of Nuclear Power (ONP). This represents a response rate of just over 78 percent of the 1,543 individuals who were randomly selected to participate. The survey was administered by personnel from the Employee Relations and Development Branch (ER&DB) in group sessions at the six major ONP locations.

Location	Attendance	Return Rate
Chattanooga	88/102	86%
Sequoyah	254/333	76%
Bellefonte	115/140	82%
Browns Ferry (including M.S.)	278/363	77%
Knoxville	174/233	75%
Watts Bar	303/372	81%

The survey was designed and developed by ER&DB in cooperation with outside consultants for the purpose of evaluating the Employee Concern Program (ECP) and to monitor and track progress in employee/management relations. The content and wording of the survey were largely determined by interviews with 96 employees throughout the ONP as well as input from management and people knowledgeable about employee concerns and effective employee relations.

The following definitions apply to this survey:

- Top Management = S. A. White and immediate management staff
- Division management = senior division management in Knoxville and Chattanooga (Engineering, Quality Assurance, Nuclear Training, etc.)
- Plant Management = senior management at each nuclear plant site, including site director
- Management = management at all levels throughout the ONP other than the immediate supervisor
- Supervisor = the immediate supervisor/foreman (the person who assigns work and/or evaluates performance.)
- Employees = personnel associated with nuclear power, both management and nonmanagement

SECTION I: PERCEPTIONS OF EMPLOYEE/MANAGEMENT RELATIONS AND GENERAL CONDITIONS IN THE ONP.

Part A: RELATIONSHIP WITH YOUR IMMEDIATE SUPERVISOR

My supervisor . . .	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
1. . . . tries to help me do my job better.	76.5	12.1	11.3
2. . . . puts schedule and cost ahead of safety.	12.8	9.1	78.1
3. . . . is open to my suggestions.	76.4	10.8	12.9
4. . . . gives me recognition and encouragement.	62.8	15.7	21.5
5. . . . isn't as effective as could be because of interference from higher management.	48.7	18.0	33.3
6. . . . is well qualified in the technical aspects of his/her job.	75.2	10.2	14.6
7. . . . meets my expectations for a good supervisor.	62.2	13.8	24.1
8. . . . supervises me too closely.	9.6	12.8	77.6
9. . . . keeps me informed of decisions or changes that affect me.	64.2	11.0	24.9
10. . . . is never available when I need him/her.	10.4	12.6	77.0
11. . . . clearly lets me know what is expected of me.	66.1	15.7	18.2
12. . . . fairly evaluates my performance.	67.5	16.7	15.8
13. . . . can be trusted.	66.6	16.2	17.2
14. . . . can be counted on when I need assistance.	73.8	14.1	12.0
15. . . . does not treat me fairly.	10.5	13.3	76.2
16. . . . lets me know when I have done a good job.	61.3	17.1	21.6
17. . . . lets me know when my work doesn't meet standards.	71.7	17.7	10.6
18. . . . is well trained in the "people" aspects of his/her job.	51.7	17.7	30.5
19. . . . is not seriously committed to quality work.	12.3	9.1	78.6

Part B: ATTITUDES TOWARD MANAGEMENT

	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
1. Management is well informed of the issues that are affecting employees in the ONP.	34.1	17.6	48.2
2. Managers are selected based on their management skills and qualifications.	16.6	17.3	66.0
3. Management cares about employees.	27.2	23.4	49.5
4. Management in the ONP lets employees know what is going on.	30.0	20.4	49.6
5. Honesty and integrity are important to the ONP management.	45.2	21.5	33.3
6. Management can be counted on to do what they say they will do.	18.3	24.6	57.0
7. Managers are technically well qualified for their jobs.	31.0	26.9	42.0
8. Managers have the "people management" skills necessary for their jobs.	18.0	25.9	56.1
9. The communication between management and employees is adequate.	24.7	16.3	58.9
10. Quality is a high priority to ONP managers.	51.1	24.0	24.9
11. Management puts schedule and cost ahead of nuclear safety.	18.7	22.5	58.7
12. Information I receive from management is generally accurate.	50.2	26.6	23.2

SECTION I (Continued)

Part C: ATTITUDES TOWARD TOP MANAGEMENT IN THE ONP

	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
1. Top management is well informed of the issues affecting employees in the ONP.	33.4	24.1	42.5
2. Top management works well with plant and division management.	37.5	43.0	19.5
3. Nuclear safety is a serious top management commitment.	85.0	10.2	4.9
4. Top management knows what needs to be done to operate the plants effectively.	50.6	26.0	23.3
5. Quality does not seem to be a serious top management commitment.	13.7	13.9	72.5
6. There is good communication between employees and top management.	18.4	23.2	58.4
7. I have trust and confidence in top management.	36.8	28.7	34.6
8. Suggestions and ideas from employees never get to top management.	41.9	28.3	29.9
9. Top management is interested in hearing employee concerns about nuclear safety.	69.9	17.1	13.0
10. Top management is not dealing with allegations of intimidation and harassment effectively.	24.3	27.2	48.2
11. Top management is responding effectively to concerns that are being expressed by employees.	42.3	29.7	28.1
12. Top management encourages employees to raise concerns about the effectiveness of day-to-day operations.	66.3	17.2	16.6

Part D: GENERAL EXPERIENCE OF WORKING IN THE ONP

	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
1. Promotions are based on competence and qualifications rather than the "buddy system."	18.8	13.7	67.5
2. Pay increases are based on who you know rather than job performance and skills.	52.1	20.0	27.9
3. Safety procedures are followed in all aspects of my work.	73.7	10.1	16.1
4. Information I need to do my job is rarely available when I need it.	20.9	12.1	66.8
5. Work schedules are reasonable and achievable.	62.1	13.0	24.4
6. Morale is low in the ONP.	66.2	14.7	19.1
7. Sound decisionmaking is generally the rule in the ONP.	26.3	28.9	44.7
8. Poor performers are allowed to continue to work in the ONP.	71.9	13.6	14.4
9. Good performance is rewarded in the ONP.	21.0	25.6	53.4
10. The pay system in the ONP is equitable.	28.9	18.2	52.9
11. Application of policies and procedures is consistent throughout the ONP.	24.6	18.6	56.8
12. Intimidation and harassment of employees is a problem in the ONP.	29.1	23.9	47.0
13. Reasons for procedures and other requirements are clearly explained.	44.4	18.2	37.3
14. Decisions are clearly communicated to those who need to know.	34.5	23.6	42.0
15. Decisions are made when they need to be made.	29.6	21.4	49.0
16. Conditions have improved in the ONP in the last 6 months.	48.0	22.3	29.7

SECTION I (Continued)

Part D: GENERAL EXPERIENCE OF WORKING IN THE ONP (Continued)

	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
17. There is a lack of clearly defined goals in the ONP.	45.9	19.9	34.2
18. It is unusual to see division or plant management talking informally with employees.	58.5	12.6	28.8
19. Nuclear safety is a serious plant management commitment.	77.8	14.6	7.5
20. Division management and plant management have good working relationships.	25.4	51.0	23.7
21. Plant management is not seriously committed to quality.	14.9	25.5	59.7
22. There is a lack of communication/cooperation among different parts of the ONP.	73.2	14.7	12.1
23. Nuclear safety is a serious division management commitment.	78.9	14.6	6.5
24. Plant management seems to know what needs to be done to build and operate the plants effectively.	40.3	29.1	30.5
25. Quality does not seem to be a serious division management commitment.	17.1	18.8	64.0
26. I have trust and confidence in division management.	32.3	31.3	36.4
27. I have trust and confidence in plant management.	32.1	32.0	35.9
28. Division management seems to know what needs to be done to build and operate the plants effectively.	35.9	33.4	30.7

Part E: STATEMENTS RELATED DIRECTLY TO YOU AND THE WORK YOU DO

	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
1. I am willing to put in extra effort to help the ONP be successful.	96.7	2.5	0.8
2. I am sometimes confused about my job duties and responsibilities.	41.7	6.7	51.5
3. I am held accountable for doing my job well.	87.2	6.7	6.1
4. I have sufficient authority to do my job well.	62.4	11.0	26.6
5. If I make a mistake I believe that I will be treated fairly.	65.9	13.9	20.2
6. It wouldn't take much to cause me to leave the ONP.	31.0	20.1	48.9
7. The ONP inspires the very best in me in the way of job performance.	26.6	24.4	49.0
8. I am optimistic about the future of TVA's nuclear power program.	52.5	17.6	30.0
9. I am proud to tell my friends that I work for TVA's ONP.	45.0	24.6	30.4
10. I feel a lot of loyalty to the ONP.	54.5	23.4	22.2
11. I am not given much opportunity to really contribute to improving the ONP.	47.8	23.0	29.2
12. I really care about the fate of the ONP.	89.9	7.3	2.9
13. I have a clear understanding of the ONP goals and objectives.	46.6	22.4	31.0
14. I find that my values and those of the ONP are very similar.	41.4	35.0	23.5
15. I am optimistic about my future as an ONP employee.	46.1	20.7	33.2
16. My skills are being fully utilized in my job.	38.2	12.9	48.9
17. I am not given enough time to do my job in a professional manner.	22.4	15.0	62.7
18. I have the equipment and resources needed to do my job in a professional manner.	58.0	11.0	31.0

SECTION II: ATTITUDES RELATED TO HOW EMPLOYEE CONCERNS ARE BEING HANDLED IN THE ONP

Part A: IMMEDIATE SUPERVISOR'S HANDLING OF EMPLOYEE CONCERNS

	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
My supervisor . . .			
1. doesn't have the time to really address concerns that I express.	21.7	15.4	62.9
2. is interested in concerns I have about my work.	73.1	12.2	14.7
3. gets back to me with a response or an answer when I have concerns.	53.4	16.0	15.7
4. encourages me to express concerns that affect nuclear safety.	67.3	17.3	15.4
5. encourages me to express concerns that affect efficiency and effectiveness of operations.	63.4	17.4	19.2
6. is willing to listen to me if I have a concern.	83.2	8.4	8.4
7. tries to address concerns but meets stumbling blocks up the chain of command.	54.7	25.3	20.0
8. makes me hesitant to bring him/her concerns.	24.2	12.4	63.3
9. adequately addresses concerns I have about my work.	59.1	20.6	20.3

Part B: HOW MANAGEMENT OTHER THAN YOUR SUPERVISOR HANDLES EMPLOYEE CONCERNS

	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
1. I feel free to express my concerns to management.	30.6	10.9	38.5
2. Plant and division management don't want to hear about concerns that relate to nuclear safety.	12.5	23.2	64.3
3. Plant and division management encourage employees to express concerns that affect efficiency and effectiveness of day-to-day operations.	51.7	26.0	22.3
4. Management encourages employees to express concerns related to nuclear safety.	69.9	16.8	13.2
5. Allegations of intimidation and harassment are dealt with effectively by management.	37.8	33.3	28.9
6. Management wants to hear about concerns related to efficiency and effectiveness of operations.	54.5	24.2	21.3
7. Concerns expressed to management are not adequately addressed.	35.4	33.8	30.9
8. Allegations by an employee of intimidation and harassment are dealt with by management in a timely manner.	33.8	35.7	30.6
9. Plant and division management respond effectively to concerns that are expressed.	31.9	39.9	28.3

SECTION II (Continued)

Part C: OPINIONS REGARDING THE RESULTS OF EXPRESSING CONCERNS

	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
1. Because of the possible risks involved in expressing a concern, I would keep things to myself.	30.9	9.8	59.4
2. Management considers employees who use the ECP or other ways to express concerns to be troublemakers.	44.8	23.0	32.3
3. Co-workers generally support an employee who expresses a concern.	60.2	22.7	17.1
4. Expressing concerns outside TVA (such as through NRC) results in more change than expressing concerns inside TVA.	46.1	4.5	19.4
5. All things considered, I would rather express my concerns through internal TVA channels.	67.9	13.0	19.1
6. All things considered I would rather express my concerns outside TVA (such as through NRC).	18.1	15.8	66.1
7. OMP employees are not usually intimidated and harassed for expressing concerns.	43.1	31.5	25.4
8. My belief that my concern would not be adequately addressed would prevent me from expressing important concerns.	30.3	15.1	54.6

Part D: TO WHOM AN EMPLOYEE WOULD FIRST TAKE A CONCERN

1. For Nuclear Safety Related Concerns:

	PERCENTAGE
Supervisor/Foreman	64.0
Employee Concern Program Site Representative	14.1
Nuclear Regulatory Commission	9.5
Management other than Supervisor	5.2
Inspector General	5.0
Other	2.2

2. For Concerns Not Nuclear Safety Related:

	PERCENTAGE
Supervisor/Foreman	68.0
Employee Concern Program Site Representative	12.2
Government Agency with Jurisdiction	7.7
Management other than Supervisor	5.5
Inspector General	5.3
Other	1.3

SECTION II (Continued)

Part E: CONCERNS THAT HAVE NOT BEEN RAISED

Employees were asked:

Have you had a concern within the last 6 months that has not been expressed to your supervisor or to someone else responsible for addressing employee concerns?

Those answering YES - 247

Of those answering YES, what influenced that decision?
(Employee could indicate more than one)

	<u>NO. OF RESPONSES</u>
1. The possibility of being labeled a troublemaker	178
2. The possibility that my concern would not be addressed	147
3. The possibility of being denied a promotion or merit increase	122
4. The possibility of losing my job	100
5. The possibility of reassignment of job duties (more, less or different work)	96
6. The possibility of being demoted or transferred	78
7. The possibility of threats from my supervisor	76
8. The possibility of closer supervision	76
9. The possibility of threats from co-workers	32

SECTION III: PERFORMANCE OF THE EMPLOYEE CONCERN PROGRAM AND OTHER WAYS FOR EMPLOYEES TO EXPRESS CONCERNS

Employees were asked:

Have you expressed a concern to your supervisor or to anyone else responsible for addressing employee concerns (such as the Inspector General, the Employee Concern Program, NRC, etc.) within the last 6 months? Those answering Yes - 239

Of those answering yes, Parts A, B, and C below apply.

Part A: SATISFACTION OF RESULTS (Employees could indicate more than one)

CONCERN TAKEN TO:	NUMBER	PERCENTAGE		
		SATISFIED	NEITHER	DISSATISFIED
1. Supervisor	269	51.3	11.9	36.8
2. Employee Concern Program Site Representative	121	35.5	20.7	43.8
3. Inspector General	46	26.1	58.7	15.2
4. Nuclear Regulatory Commission	45	33.3	46.7	20.0
5. Management other than supervisor	196	24.5	9.7	65.8
6. Nuclear Managers Review Group / formerly Nuclear Safety Review Staff (NSRS)	42	16.7	45.2	38.1
7. Department of Labor	38	26.4	50.0	23.7
8. Division of Quality Assurance	52	21.1	50.0	28.9
9. Quality Technology Corporation (now the Watts Bar Special Prog)	45	24.4	48.9	26.7
10. Equal Opportunity Staff	44	27.3	38.6	34.1

PART B: ADVERSE ACTIONS AS A RESULT OF EXPRESSING A CONCERN

Employees were asked:

Do you believe that you personally experienced any adverse actions within the last 6 months as a result of expressing a concern?

Those answering Yes - 76

Of those answering Yes to having raised a concern and having experienced adverse actions, the following adverse actions were noted. (Employees could indicate more than one)

ADVERSE ACTION	NO. RESPONDING
1. Being labeled as a troublemaker	51
2. Unequal or different treatment from other employees	35
3. Reassignment of duties (more, less, or different work)	34
4. Closer supervision than that prior to expressing a concern	32
5. Denial of promotion	23
6. Instructions to discontinue discussion of a concern	21
7. Threats from supervisor	15
8. Demotion or transfer	14
9. Threats from co-workers	11
10. Denial of merit increase	11

SECTION III (Continued)

Part C: SATISFACTION WITH EMPLOYEE CONCERN PROGRAM SITE REPRESENTATIVE

Applies only to respondents who had expressed concerns to the new Employee Concern Program

The Site Representative. . .

	AGREE	PERCENTAGE NEITHER	DISAGREED
1. . . . explained the policy and procedures for filing a concern.	67.3	14.3	18.4
2. . . . listened to my concern(s) with interest.	69.9	10.7	19.4
3. . . . wanted me to work through my supervisor if possible.	68.0	20.6	11.4
4. . . . helped me identify actions necessary to resolve my concern.	48.0	18.0	34.0
5. . . . failed to take action according to agreements that were made.	23.7	26.8	49.5
6. . . . wouldn't help me with my concern unless I talked to my supervisor	20.6	20.6	58.8
7. . . . provided a timely response to my question or concern.	43.9	19.4	36.7
8. . . . didn't keep me informed about actions that were being taken related to my concerns.	42.7	22.9	34.3
9. . . . stayed neutral in trying to help me resolve my concern.	53.2	25.0	21.8
10. . . . kept any commitments that were made about confidentiality.	62.6	25.3	12.1
11. . . . suggested that I talk to my supervisor about my concern(s).	60.7	14.9	24.4

Part D: ATTITUDES TOWARD THE NEW EMPLOYEE CONCERN PROGRAM (Applies to all survey respondents)

The Employee Concern Program (ECP). . .

	AGREE	PERCENTAGE NEITHER	DISAGREE
1. . . . investigates problems that have been ignored by management.	60.2	26.2	13.6
2. . . . emphasizes working through the chain of command to resolve	71.3	20.9	7.8
3. . . . does little to protect employees from intimidation and harassment for expressing a concern.	17.6	27.7	54.7
4. . . . was adequately explained to me.	73.0	11.3	15.7
5. . . . assures a response to any concern that needs management attention.	62.3	25.0	12.8
6. . . . encourages supervisors to take employee concerns seriously.	75.1	15.6	9.3
7. . . . makes employees more willing to express concerns.	64.5	20.6	14.9
8. . . . encourages employees to discuss supervisors on important issues.	19.9	22.7	57.5
9. . . . is being supported by top management.	64.2	26.9	8.9
10. . . . results in concerns being addressed more effectively.	58.2	28.9	12.9
11. . . . sees that action is taken on employee concerns.	60.7	28.2	11.0
12. . . . is helping to improve employee /supervisory relations.	38.2	34.0	27.8
13. . . . encourages employees to express "petty" concerns.	37.1	24.2	38.6
14. . . . is providing feedback on the outcome of concerns expressed by employees.	50.1	29.8	20.2
15. . . . is being supported by plant management.	54.6	33.5	11.9

SECTION III (Continued)

Part D: ATTITUDES TOWARD THE NEW EMPLOYEE CONCERN PROGRAM (Continued)

	AGREE	PERCENTAGE NEITHER	DISAGREE
16. . . . is helping to improve the effectiveness of nuclear operations.	48.4	34.2	17.4
17. . . . is being abused for personal gain (e.g., promotion, retention) by some employees.	31.0	35.5	33.5
18. . . . assures confidentiality if it is requested.	63.1	28.6	8.3
19. . . . is being supported by supervisors.	55.2	30.1	14.6
20. . . . has not had any effect that I can see.	27.8	23.0	49.1
21. . . . is a way to see that a concern is given serious consideration.	68.2	22.5	9.3
22. . . . is being supported by division management.	58.7	32.6	8.7
23. . . . site representative is friendly and easy to talk to.	46.1	45.0	8.9
24. . . . site representative has the skills to resolve concerns effectively.	36.9	52.7	10.4
25. . . . site representative has the ability to be heard and the authority to get things moving in the ONP.	40.8	46.2	12.9



EMPLOYEE CONCERN PROGRAM SURVEY

OFFICE OF NUCLEAR POWER

S.A. White

Steven A. White

E.K. Sliger

Eric K. Sliger

Message from Steven A. White

This survey is necessary so that I can track the progress that is being made on important issues in the Office of Nuclear Power related to the new Employee Concern Program that was implemented in February. The Employee Concern Program is sponsoring this effort as part of the evaluation of that program and to identify actions that need to be taken in the future. This effort is just one of many actions that are being taken to identify changes that will improve the safety and quality of day-to-day operations in the ONP.

TVA's Division of Personnel is conducting this evaluation and has arranged for the data to be tabulated by an outside resource. The individual responses will be kept confidential. The results of the survey will be provided to all ONP employees in keeping with my open information policy.

The kind of changes taking place in the ONP will require the cooperation and best efforts of all employees. Participating in this effort is one way you can contribute to the positive changes that are underway. Thank you for your help.

A handwritten signature in cursive script that reads "S. A. White".

S. A. White

INSTRUCTIONS FOR COMPLETING THIS SURVEY

As a part of a representative sample of employees covering all schedules, grades, and divisions associated with the Office of Nuclear Power (ONP), you are requested to complete this survey. The survey is an important activity sponsored by the Office of Nuclear Power Employee Concern Program (ECP). The program was implemented in February of 1986 as a result of the safety concerns expressed through a variety of ways including the Quality Technology Corporation and the Nuclear Regulatory Commission. This program was established as a way to ensure that employees had credible avenues for being heard. This survey effort is part of the evaluation of that ECP program and the related activities that are being undertaken to improve safety and effectiveness in the ONP. It is important that you participate and that you answer honestly and objectively so that the ONP and specifically the ECP can get a true picture of the important issues related to employee concerns.

You are not required to identify your name. Anonymity and confidentiality of responses are assured by TVA's Division of Personnel which is conducting this survey for the ONP.

Specific instructions are provided for each section of the survey. There are, however, some general instructions that will be helpful.

1. Many of the items refer to an "employee concern" or "concern." An employee concern is an activity or condition which an employee considers important and which may appear to differ from management positions, decisions, or practices.
2. Questions in the survey refer to differing levels of management. Use the following key to identify the level of management that is being referred to.
 - Top management = S. A. White and immediate management staff
 - Division management = senior division management in Knoxville and Chattanooga (Engineering, Quality Assurance, Nuclear Training, etc.)
 - Plant management = senior management at each nuclear plant site, including site director
 - Management = management at all levels throughout the ONP other than your immediate supervisor
 - Supervisor = your immediate supervisor/foreman (the person who assigns your work and/or evaluates your performance)
 - Employees = personnel associated with nuclear power, both management and nonmanagement
3. Answer the questions honestly and objectively according to your own knowledge and opinions.
4. It is important that the survey obtain input from a representative cross section of employees. Your responses are valuable. Almost all of the questions provide a Not Applicable response category. You are asked to use the Not Applicable response only for the few questions that may not apply to you.
5. Please relate your responses to your experiences in the ONP within the last 6 months. The new ECP and management have been in place for the last 6 months and we are interested in the current performance of the ONP.
6. If you have any questions while completing the survey, ask the person who is administering it. If you have general comments or comments about the survey, space is provided at the back of the survey.
7. After you have completed the survey, place the completed form in the box provided.

Thank you for contributing to this effort. A summary report will be available to employees in about 5 weeks.

SECTION 1: THE FOLLOWING SECTION RELATES TO YOUR PERCEPTIONS OF EMPLOYEE/MANAGEMENT RELATIONS AND GENERAL CONDITIONS IN THE ONP. PLEASE READ THE INSTRUCTIONS FOR EACH PART CAREFULLY AND RESPOND TO EACH STATEMENT ACCORDING TO INSTRUCTIONS.

Part A: The following statements refer to your relationship with your immediate supervisor. Indicate your agreement or disagreement with these statements by using the following scale. Put the number that best represents your opinion in the space provided next to each statement.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable
5	4	3	2	1	N/A

My supervisor . . .

- 1. . . . tries to help me do my job better.
- 2. . . . puts schedule and cost ahead of safety.
- 3. . . . is open to my suggestions.
- 4. . . . gives me recognition and encouragement.
- 5. . . . isn't as effective as could be because of interference from higher management.
- 6. . . . is well qualified in the technical aspects of his/her job.
- 7. . . . meets my expectations for a good supervisor.
- 8. . . . supervises me too closely.
- 9. . . . keeps me informed of decisions or changes that affect me.
- 10. . . . is never available when I need him/her.
- 11. . . . clearly lets me know what is expected of me.
- 12. . . . fairly evaluates my performance.
- 13. . . . can be trusted.
- 14. . . . can be counted on when I need assistance.
- 15. . . . does not treat me fairly.
- 16. . . . lets me know when I have done a good job.
- 17. . . . lets me know when my work doesn't meet standards.
- 18. . . . is well trained in the "people" aspects of his/her job.
- 19. . . . is not seriously committed to quality work.

Part B: The statements below relate to your attitudes toward management other than your immediate supervisor in the ONP. Indicate your agreement or disagreement with these statements by using the following scale. Put the number that best represents your opinion in the space provided next to each statement.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable
5	4	3	2	1	N/A
<input type="checkbox"/>					
	<input type="checkbox"/>				
		<input type="checkbox"/>			
			<input type="checkbox"/>		
				<input type="checkbox"/>	
					<input type="checkbox"/>

Part C: Statements below relate to your attitudes toward top management in the ONP. Indicate your agreement or disagreement with these statements by using the following scale. Put the number that best represents your opinion in the space provided next to each statement.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable
5	4	3	2	1	N/A
<input type="checkbox"/>					
	<input type="checkbox"/>				
		<input type="checkbox"/>			
			<input type="checkbox"/>		
				<input type="checkbox"/>	
					<input type="checkbox"/>

Part D: The following statements refer to your general experience of working in the ONP. Indicate your agreement or disagreement with these statements by using the following scale. Put the number that best represents your opinion in the space provided next to each statement.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable
5	4	3	2	1	N/A

- 1. Promotions are based on competence and qualifications rather than the "buddy system."
- 2. Pay increases are based on who you know rather than job performance and skills.
- 3. Safety procedures are followed in all aspects of my work.
- 4. Information I need to do my job is rarely available when I need it.
- 5. Work schedules are reasonable and achievable.
- 6. Morale is low in the ONP.
- 7. Sound decisionmaking is generally the rule in the ONP.
- 8. Poor performers are allowed to continue to work in the ONP.
- 9. Good performance is rewarded in the ONP.
- 10. The pay system in the ONP is equitable.
- 11. Application of policies and procedures is consistent throughout the ONP.
- 12. Intimidation and harassment of employees is a problem in the ONP.
- 13. Reasons for procedures and other requirements are clearly explained.
- 14. Decisions are clearly communicated to those who need to know.
- 15. Decisions are made when they need to be made.
- 16. Conditions have improved in the ONP in the last 6 months.
- 17. There is a lack of clearly defined goals in the ONP.
- 18. It is unusual to see division or plant management talking informally with employees.
- 19. Nuclear safety is a serious plant management commitment.
- 20. Division management and plant management have good working relationships.
- 21. Plant management is not seriously committed to quality.
- 22. There is a lack of communication/cooperation among different parts of the ONP.
- 23. Nuclear safety is a serious division management commitment.
- 24. Plant management seems to know what needs to be done to build and operate the plants effectively.
- 25. Quality does not seem to be a serious division management commitment.
- 26. I have trust and confidence in division management.
- 27. I have trust and confidence in plant management.
- 28. Division management seems to know what needs to be done to build and operate the plants effectively.

Part E: The statements below relate directly to you and the work you do. Indicate your agreement or disagreement with these statements by using the following scale. Put the number that best represents your opinion in the space provided next to each statement.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable
5	4	3	2	1	N/A

- ___ 1. I am willing to put in extra effort to help the ONP be successful.
- ___ 2. I am sometimes confused about my job duties and responsibilities.
- ___ 3. I am held accountable for doing my job well.
- ___ 4. I have sufficient authority to do my job well.
- ___ 5. If I make a mistake I believe that I will be treated fairly.
- ___ 6. It wouldn't take much to cause me to leave the ONP.
- ___ 7. The ONP inspires the very best in me in the way of job performance.
- ___ 8. I am optimistic about the future of TVA's nuclear power program.
- ___ 9. I am proud to tell my friends that I work for TVA's ONP.
- ___ 10. I feel a lot of loyalty to the ONP.
- ___ 11. I am not given much opportunity to really contribute to improving the ONP.
- ___ 12. I really care about the fate of the ONP.
- ___ 13. I have a clear understanding of the ONP goals and objectives.
- ___ 14. I find that my values and those of the ONP are very similar.
- ___ 15. I am optimistic about my future as an ONP employee.
- ___ 16. My skills are being fully utilized in my job.
- ___ 17. I am not given enough time to do my job in a professional manner.
- ___ 18. I have the equipment and resources needed to do my job in a professional manner.
- ___ 19. My standards of job performance are higher than those set by the ONP.
- ___ 20. I take personal responsibility for seeing that the ONP is a top notch organization.
- ___ 21. I do all I can to improve the safety and effectiveness of the ONP.
- ___ 22. I am committed to quality in the work that I do.

PLEASE TURN TO NEXT PAGE

Part F: The following statements relate to your opinion about the opportunities for employees to provide input to management. Indicate your agreement or disagreement with these statements by using the following scale. Put the number that best represents your opinion in the space provided next to each statement.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable
5	4	3	2	1	N/A

- 1. Employees are encouraged to express views that are different from management and/or supervisors.
- 2. Employees are encouraged to question the way things have been done in the past.
- 3. Management is slow in responding to employee input.
- 4. Suggestions from employees never get to plant and division management.
- 5. Management listens to employees and responds appropriately.
- 6. Employees are encouraged to offer creative suggestions and ideas.
- 7. Employee ideas are only taken seriously if they come through an official channel such as the Employee Concern Program.
- 8. Management spends time listening to employee ideas.
- 9. Management encourages me to make suggestions on how to do the work better.
- 10. I am not allowed to use new concepts and ideas on the job.

SECTION II: THE ITEMS IN THIS SECTION REFER TO HOW EMPLOYEE CONCERNS ARE BEING HANDLED IN THE ONP AND YOUR ATTITUDES TOWARD EMPLOYEE CONCERNS. PLEASE READ THE INSTRUCTIONS FOR EACH PART AND RESPOND AS INDICATED.

Part A: Statements in Part A refer to your immediate supervisor's handling of employee concerns. Indicate your agreement or disagreement with each statement by using the following scale. Put the number that best represents your opinion in the space provided next to each statement.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable
5	4	3	2	1	N/A

My supervisor . . .

- 1. . . . doesn't have the time to really address concerns that I express.
- 2. . . . is interested in concerns I have about my work.
- 3. . . . gets back to me with a response or an answer when I have concerns.
- 4. . . . encourages me to express concerns that affect nuclear safety.
- 5. . . . encourages me to express concerns that affect efficiency and effectiveness of operations.
- 6. . . . is willing to listen to me if I have a concern.
- 7. . . . tries to address concerns but meets stumbling blocks up the chain of command.
- 8. . . . makes me hesitant to bring him/her concerns.
- 9. . . . adequately addresses concerns I have about my work.

Part B: Statements in Part B ask how management other than your supervisor handles employee concerns. Indicate your agreement or disagreement with each statement by using the following scale. Put the number that best represents your opinion in the space provided next to each statement.

Strongly agree 5	Agree 4	Neither agree nor disagree 3	Disagree -2	Strongly disagree 1	Not applicable N/A
<input type="checkbox"/>					
1.					
<input type="checkbox"/>					
2.					
<input type="checkbox"/>					
3.					
<input type="checkbox"/>					
4.					
<input type="checkbox"/>					
5.					
<input type="checkbox"/>					
6.					
<input type="checkbox"/>					
7.					
<input type="checkbox"/>					
8.					
<input type="checkbox"/>					
9.					

Part C: Statements in Part C are related to your opinions about what the results of expressing concerns would be in the ONP. Indicate your agreement or disagreement with each statement by using the following scale. Put the number that best represents your opinion in the space provided next to each statement.

Strongly agree 5	Agree 4	Neither agree nor disagree 3	Disagree 2	Strongly disagree 1	Not applicable N/A
<input type="checkbox"/>					
1.					
<input type="checkbox"/>					
2.					
<input type="checkbox"/>					
3.					
<input type="checkbox"/>					
4.					
<input type="checkbox"/>					
5.					
<input type="checkbox"/>					
6.					
<input type="checkbox"/>					
7.					
<input type="checkbox"/>					
8.					

Part D: For the next 2 questions, we are interested in finding out to whom you would most likely take a concern. For each question, identify the three you would most likely use by ranking them from 1 to 3 (Put a 1 beside the one you would most likely use, 2 by next most likely, and 3 by next most likely.)

1. Of the following, to whom would you most likely go to express a nuclear safety related concern to ensure that your concern got satisfactorily addressed? (Rank 1, 2, and 3 for the ones you would most likely use. Rank only three.)
- 1. Employee Concern Program Site Representative
 - 2. Inspector General
 - 3. Supervisor/foreman
 - 4. Nuclear Regulatory Commission (NRC)
 - 5. Management other than supervisor
 - 6. Other, please specify _____
2. Of the following, to whom would you most likely go to express a concern that is not nuclear safety related to ensure that your concern got satisfactorily addressed? (Rank 1, 2, and 3 for the ones you would most likely use. Rank only three.)
- 1. Management other than supervisor
 - 2. Employee Concern Program Site Representative
 - 3. Supervisor/foreman
 - 4. Governmental agency with jurisdiction
 - 5. Inspector General
 - 6. Other, please specify _____

Part E: Part E is related to concerns that have not been raised and the reasons for not expressing a concern. Answer the question below by putting an X next to your response.

Have you had a concern within the last 6 months that has not been expressed to your supervisor or to someone else responsible for addressing employee concerns?

Yes No

If you answered "no", go to Section III, on page 8.

If you answered "yes", please complete the rest of Part E.

Part E: In making your decision not to express your concern(s), which of the following (cont) influenced your decision? Put an X next to all of those below that were a major reason for not raising your concern.

- 1. The possibility of reassignment of job duties (more, less or different work)
- 2. The possibility of threats from co-workers
- 3. The possibility of losing my job
- 4. The possibility of threats from my supervisor
- 5. The possibility that my concern would not be addressed
- 6. The possibility of being labeled a troublemaker
- 7. The possibility of being demoted or transferred
- 8. The possibility of being denied a promotion or merit increase
- 9. The possibility of closer supervision
- 10. Other, please specify _____

PLEASE TURN TO NEXT PAGE

SECTION III. THE ITEMS IN THIS SECTION REFER TO THE PERFORMANCE OF THE EMPLOYEE CONCERN PROGRAM AS WELL AS OTHER WAYS FOR EMPLOYEES TO EXPRESS CONCERNS. PLEASE READ THE INSTRUCTIONS FOR EACH PART CAREFULLY AND RESPOND AS INDICATED IN THE INSTRUCTIONS.

Have you expressed a concern to your supervisor or to anyone else responsible for addressing employee concerns (such as the Inspector General, the Employee Concern Program, NRC, etc.) within the last 6 months? (Put an X in the space next to your answer.)

Yes No

If you answered "no", go to Section III, Part D, page 11.

If you answered "yes", please complete Part A, Part B, and Part C.

Part A: For all of the following that you have used to express a concern within the last 6 months, indicate how satisfied you were with the results of your action by using the scale provided below. For those that you have used to express more than one concern, indicate your satisfaction with the results of expressing the concern that was most important to you. Put the number that best represents your satisfaction or dissatisfaction in the space provided.

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Not applicable
5	4	3	2	1	N/A

- 1. Supervisor
- 2. Employee Concern Program Site Representative
- 3. Inspector General
- 4. Nuclear Regulatory Commission (NRC)
- 5. Management other than supervisor
- 6. Nuclear Managers Review Group (NMARG)/formerly Nuclear Safety Review Staff (NSRS)
- 7. Department of Labor
- 8. Division of Quality Assurance
- 9. Quality Technology Corporation (QTC) (now the Watts Bar Special Program)
- 10. Equal Opportunity Staff
- 11. Other, please specify _____

PLEASE TURN TO NEXT PAGE

Part B: Part B relates to adverse actions as a result of expressing a concern that may have occurred within the last 6 months.

Do you believe that you have personally experienced any adverse actions within the last 6 months as a result of expressing a concern? (Put an X in the space next to your answer.)

Yes No

If you answered "no", go to Section III, Part C, page 10.

If you answered "yes", please complete the rest of Part B.

Part B: Put an X in the space(s) provided to indicate which of the following you believe you (cont) have experienced as a result of expressing a concern. Mark all that apply to you.

- 1. Reassignment of duties (more, less, or different work)
- 2. Instructions to discontinue discussion of a concern
- 3. Threats from co-workers
- 4. Closer supervision than that prior to expressing a concern
- 5. Being labeled as a troublemaker
- 6. Unequal or different treatment from other employees
- 7. Demotion or transfer
- 8. Denial of promotion
- 9. Denial of merit increase
- 10. Threats from supervisor
- 11. Other, please specify _____

PLEASE TURN TO NEXT PAGE

Part C: This part of the survey applies only to concerns expressed through the Employee Concern Program (ECP) Site Representative. The ECP Site Representative refers to the person(s) who are at each major ONP location to address concerns as part of the ECP that was implemented in February 1986.

If you have not expressed a concern to the ECP Site Representative, please go to Section III, Part D, page 11.

If you have expressed a concern to the ECP Site Representative, please complete the rest of Part C.

Part C: Indicate your agreement or disagreement with the following statements by using the (cont) scale provided. Put the number that best represents your opinion about the Site Representative's handling of the concern in the space provided next to each statement.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not Applicable
5	4	3	2	1	N/A

The Site Representative. . .

- 1. . . . explained the policy and procedures for filing a concern.
- 2. . . . listened to my concern(s) with interest.
- 3. . . . wanted me to work through my supervisor if possible.
- 4. . . . helped me identify actions necessary to resolve my concern.
- 5. . . . failed to take action according to agreements that were made.
- 6. . . . wouldn't help me with my concern unless I talked to my supervisor first.
- 7. . . . provided a timely response to my question or concern.
- 8. . . . didn't keep me informed about actions that were being taken related to my concerns.
- 9. . . . stayed neutral in trying to help me resolve my concern.
- 10 . . . kept any commitments that were made about confidentiality.
- 11. . . . suggested that I talk to my supervisor about my concern(s).

PLEASE TURN TO NEXT PAGE

Part D: Statements in Part D refer specifically to your attitudes toward the Employee Concern Program and the ECP Site Representative. Indicate your agreement or disagreement with the following statements by using the scale below. Put the number that best represents your opinion in the space provided next to each statement.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable
5	4	3	2	1	N/A

The Employee Concern Program (ECP). . .

- 1. . . . investigates problems that have been ignored by management.
- 2. . . . emphasizes working through the chain of command to resolve concerns.
- 3. . . . does little to protect employees from intimidation and harassment for expressing a concern.
- 4. . . . was adequately explained to me.
- 5. . . . assures a response to any concern that needs management attention.
- 6. . . . encourages supervisors to take employee concerns seriously.
- 7. . . . makes employees more willing to express concerns.
- 8. . . . encourages employees to bypass supervisors on important issues.
- 9. . . . is being supported by top management.
- 10. . . . results in concerns being addressed more effectively.
- 11. . . . sees that action is taken on employee concerns.
- 12. . . . is helping to improve employee/supervisory relations.
- 13. . . . encourages employees to express "petty" concerns.
- 14. . . . is providing feedback on the outcome of concerns expressed by employees.
- 15. . . . is being supported by plant management.
- 16. . . . is helping to improve the effectiveness of nuclear operations.
- 17. . . . is being abused for personal gain (e.g., promotion, retention) by some employees.
- 18. . . . assures confidentiality if it is requested.
- 19. . . . is being supported by supervisors.
- 20. . . . has not had any effect that I can see.
- 21. . . . is a way to see that a concern is given serious consideration.
- 22. . . . is being supported by division management.
- 23. . . . site representative is friendly and easy to talk to.
- 24. . . . site representative has the skills to resolve concerns effectively.
- 25. . . . site representative has the ability to be heard and the authority to get things moving in the ECP.

SECTION IV: RESPONSES TO THE FOLLOWING ITEMS ARE NEEDED SO THAT RESULTS FROM SIMILAR EMPLOYEES CAN BE GROUPED FOR PURPOSES OF STATISTICAL ANALYSIS. THEY ARE NOT INTENDED TO IDENTIFY ANY INDIVIDUAL EMPLOYEE AND WILL NOT BE USED IN ANY WAY THAT WOULD JEOPARDIZE THE CONFIDENTIALITY OF THE DATA. ALL INFORMATION WILL BE KEPT CONFIDENTIAL. PLEASE COMPLETE THE FOLLOWING BY PUTTING AN X NEXT TO THE RESPONSE THAT APPLIES TO YOU.

1. Indicate your official duty station.
 Knoxville Watts Bar
 Chattanooga Sequoyah
 Browns Ferry Other
 Bellefonte

2. Indicate the organization that you work for.
 Division of Engineering
 Division of Construction
 Division of Quality Assurance
 Division of Nuclear Services
 Division of Nuclear Training
 Plant Site or Plant Operations
 Other, part of the ONP, please specify _____
 Other, not in the ONP, please specify _____

3. Schedule
 M SF SG Other
 SA SC/SD/SX T&L annual
 SE SB T&L hourly

4. Do you presently supervise anyone? Yes No

5. Do your present job duties include audit and/or quality assurance responsibilities?
 Yes No

6. Male
 Female

7. Age group
 Less than 30 40 - 48
 31 - 35 49 or over
 36 - 39

8. Total years with TVA
 2 or less 10 - 11
 3 - 5 12 - 15
 6 - 7 over 15
 8 - 9

9. Education (mark only one)
 Less than high school diploma
 High school diploma or GED
 Some college or technical training (includes 2-year degree and apprenticeship)
 College graduate
 Some graduate education
 Graduate degree

PLEASE TURN TO NEXT PAGE

SECTION F (Continued)

Part E: STATEMENTS RELATED DIRECTLY TO YOU AND THE WORK YOU DO (Continued)

	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
19. My standards of job performance are higher than those set by the ONP.	59.1	26.2	14.7
20. I take personal responsibility for seeing that the ONP is a top notch organization.	58.6	30.5	10.9
21. I do all I can to improve the safety and effectiveness of the ONP.	83.7	12.9	3.4
22. I am committed to quality in the work that I do.	98.1	1.2	0.8

Part F: STATEMENTS RELATED TO THE OPPORTUNITIES FOR EMPLOYEES TO PROVIDE INPUT TO MANAGEMENT.

	PERCENTAGE		
	AGREE	NEITHER	DISAGREE
1. Employees are encouraged to express views that are different from management and/or supervisors.	43.7	14.9	41.5
2. Employees are encouraged to question the way things have been done in the past.	37.5	14.7	47.9
3. Management is slow in responding to employee input.	65.0	16.8	18.2
4. Suggestions from employees never get to plant and division management.	32.7	35.2	32.1
5. Management listens to employees and responds appropriately.	24.4	31.9	43.7
6. Employees are encouraged to offer creative suggestions and ideas.	56.1	15.3	28.6
7. Employee ideas are only taken seriously if they come through an official channel such as the Employee Concern Program.	52.0	20.4	27.6
8. Management spends time listening to employee ideas.	34.3	24.6	41.2
9. Management encourages me to make suggestions on how to do the work better.	43.2	18.6	38.3
10. I am not allowed to use new concepts and ideas on the job.	25.9	25.5	48.6

Any comments you would like to make:

Any comments about this survey:

THANK YOU FOR COMPLETING THIS SURVEY

AS YOU LEAVE, PLACE THE COMPLETED SURVEY IN THE BOX PROVIDED

NOT
MAY
WILL